

S WD

Supervisory Responsibilities Program

It is reasonable to assume that top management believes there is room for improvement in supervision in this Agency, and that the meeting was held to rectify certain faults. Nobody in fact delivered the message of why we were there. This should have been the keynote speech. Specific deficiencies should have been noted - loud and clear. It should be made very clear just what top management expects of supervisors and what they intend to get. The presentation should have augmented these points in a planned and concise manner.

As it was, starting with glowing words from the Director, everybody was rather complacent. It appeared that everybody figured this type of program was not really for him, but for a few delinquents.

The course should be shortened. It is not possible or desirable for operating officials to give a one-day course in basic supervision. One half day should be adequate for a well-planned presentation. For example, if there were points to be made in the medical portion of the program, they could have been made in five or ten minutes. (Most of the people liked the slides, but this is pretty expensive entertainment.)

In summary, the following changes are proposed:

1. Specify the priority deficiencies as seen by top management.
2. Build the presentation around these deficiencies.
3. Hammer these points. Emphasize that everyone must recognize his own deficiencies and decide for himself that he can and is expected to improve.
4. Make it clear what top management demands, what practices are unacceptable, and what steps must be taken to correct unsatisfactory supervisory performance.
5. Eliminate the panel and have a sum-up speech by the Executive Director.